

SECRET

NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505

Director

25 JUL 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Director of Central Intelligence

SUBJECT : FY 1980 Goals Program, Third Quarter

Attached are the agenda and progress reports for our 7 August 1980 third quarter review of the FY 1980 Goals Program.

Bruce C. Clarke, Jr.

Attachments:

- A. Agenda
- B. Goals Statements and Progress Reports

UNCLASSIFIED When
Separated From Attachments.

SECRET

CONFIDENTIAL

24 July 1980

NFAC 1980 GOALS PROGRAM--THIRD QUARTER

7 August 1980

AGENDA

On 7 August 1980 we will be briefing on Goals 1, 2, 3, and 4. We have included written progress reports on improving crisis and warning management, the Continuity of Government project, and production planning, although we will not be making oral presentations on these three topics. We will, however, be available for questions regarding their content following our formal presentation.

I. Goal #1: Establish centralized direction and support structure to achieve better balanced production:

--The National Intelligence Council, Progress to Date	Richard Lehman Chairman, National Intelligence Council
---	---

II. Goal #2: Improve the quality of analysis:

--Southwest Asia Analytic Center	Helene L. Boatner Director of Political Analysis
--Physical Work Space	R. E. Hineman Deputy Director, National Foreign Assessment Center

III. Goal #3: Structure production plans for major, long-range intelligence questions of the 1980s:

--Measures of Force Effectiveness	Rae Huffstutler Director of Strategic Research
--World-wide Energy Demand Analysis	Maurice C. Ernst Director of Economic Research

IV. Goal #4: Improve personnel management:

--Implementation of Agency-wide Personnel Management Decisions, PRAs, and NFAC/PMCD Working Relations	R. E. Hineman Deputy Director, National Foreign Assessment Center
---	--

--The Status of NFAC Professional Women	<div style="border: 1px solid black; width: 250px; height: 20px; display: inline-block;"></div> NFAC Federal Women's Program Officer
---	---

25X1

25X1

CONFIDENTIAL

CONFIDENTIAL

- Goal #1:** Establish centralized direction and support structure to achieve better balanced production.
- Focus on:** The National Intelligence Council - progress to date.
- Presenter:** Richard Lehman
Chairman, National Intelligence Council
- Objectives:**
- a) Improve the quality of national intelligence estimates and speed up their production;
 - b) Provide organizational framework for more efficient operation of the NIO system; and
 - c) Foster increased interaction of Intelligence Community agencies in producing intelligence estimates.
- Milestones:**
- 1) Establish and begin organizing the National Intelligence Council (3 December 1979)
 - 2) Recruit officers from within CIA for first contingent of NIC Analytic Group estimates officers (April 1980)
 - 3) Recruit NIC Analytic Group officers from other NFIB agencies and academic world (1980)
 - 4) Recruit 2nd, 3rd, and 4th NIOs-at-Large (1980)
 - 5) Clarify and redefine basic types of interagency papers and streamline their production procedures (1980)
 - 6) Systematize the planning of NIO-produced inter-agency papers (1980)
- Progress to date:**
- 1) DCI approved establishing NIC 3 December 1979.
 - 2) One additional NIO-at-Large in process and may join NIC in August 1980.
 - 3) Additional potential NIOs-at-Large contacted and in negotiation.

25X1

25X1

CONFIDENTIAL

CONFIDENTIAL

-2-

- Progress to date: (cont'd)
- 5) Production of interagency papers has increased: in first half CY 1980, NIC produced 6 NIEs, 2 SNIEs, 17 IIMs, 6 Alert Memos, as opposed to 4 NIEs, 2 SNIEs, 8 IIMs, and 9 Alert Memos in first half CY 1979.
 - 6) Analytic Group has already produced 3 informal think-piece NIC Memoranda that NIC has discussed and distributed.
 - 7) Redefinitions of types of interagency papers and revised procedures for producing them approved and promulgated to NFIB by DCI.
 - 8) NIC production plan for July 80-June 81 proposing 73 NIEs, SNIEs, and IIMs developed and circulated to NFAC and NFIB.
 - 9) Procedures established within NIC for better systematizing the individual and collective activities of the NIOs.

- Issues/Problems:
- 1) Dissents from estimative judgments recently sharper and more difficult to deal with, particularly from Pentagon agencies.
 - 2) Still taking too long to complete some estimates, principally because of unsatisfactory first drafts. (Drafts from AG have been winning praise thus far.)
 - 3) Personnel recruiting is going slowly, but this was anticipated for most part.
 - 4) Still some sorting out of overlapping functions and jurisdictions among NIOs and NFAC offices to be done.

CONFIDENTIAL

GOAL #2: Improve the Quality of Analysis

Focus on: Southwest Asia Analytic Center

Presenter: Helene L. Boatner
Director, Political Analysis

Objectives: Integrate political, military and economic analysis

Integrate work on Southwest Asia with related work on the USSR

Protect analytic assets for research and in-depth analysis

Milestones: Establish Southwest Asia Analytic Center (May 1980)

Co-locate OPA South Asia analysts with former Afghan Task Force (May 1980)

Co-locate Iranian team with remainder of Center (July 1980)

Develop research program (July 1980)

Monitor production

Reassess the need for the Center (May 1981)

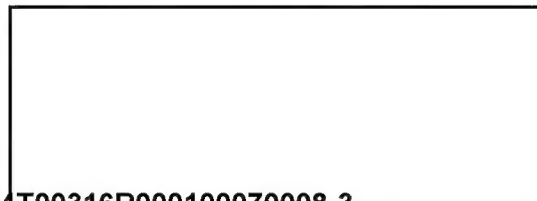
Progress to date:

1. SAAC activated; daily meetings begun (SAAC, OPA/USSR, NIOs, DDO, and RES)



25X1

3. OPA South Asia analysts moved May 1980
4. Production since date of establishment--in addition to PDBs, NIDs, briefings, and Sitreps--has been substantial:



25X1

Research Papers

May 1980 Iran: The Persian Gulf Islands
Dispute

Intelligence Assessments

June 1980 Iran: Iraq and the Exile Opposition

July 1980 Iran: Factional Conflict and Political Instability

Intelligence Memoranda

May 1980 Iran: Near Term Political Prospects

June 1980 Afghanistan: Factions in the Ruling
Party

Typescripts

June 1980 Iran: Hostage Trials

June 1980 US Options in Iran (three versions)

July 1980 US Options Toward the Shah's Funeral

July 1980 Current Status of the Hostage Crisis
and the Implications of US Policy
Options

May 1980 Present Soviet Strength and Casualties
in Afghanistan (for Brzezinski
through DCI)

June 1980 The Forces in Afghanistan (for
President's use at Venice Summit)

June 1980 The Forces in Afghanistan

25X1

5. Short-term production plan has been formulated:

USSR-Afghanistan: The First Six Months

The Unraveling of Soviet/Iranian Relations



25X1

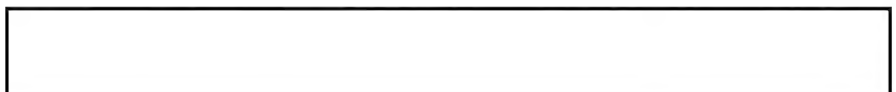
6. Several of the above papers (Iran's Role in Afghanistan, Iranian Relations [redacted]) are on topics developed in daily meetings and probably would not have appeared under a more traditional organization.

25X1

7. A longer-term program for in-depth analysis of major questions has been developed. Key projects now planned either in SAAC or elsewhere in NFAC are as follows:

August 1980	Mujahedin and Fedayeen: Iran's Disenfranchised--SAAC
September 1980	Assessment of Soviet-Iranian Relations (update of a major paper done in February)--OPA/USSR
September 1980	Soviet Attitudes Toward the Baluchis--OPA/USSR
September 1980	Soviet Assets and Interests in Iran--SAAC

25X1



December 1980	[redacted] Military Trends in a New Environment--OSR	25X1
December 1980	Islamic Ideology and Its Prospects--NIC	
December 1980	[redacted] Foreign Policy After Afghanistan--SAAC	25X1
December 1980	[redacted] Search for Security After Afghanistan--SAAC	25X1
January 1981	[redacted] Current and Future Leadership--SAAC	25X1

- | | |
|--------------|--|
| January 1981 | Iranian-Military Capabilities--OSR |
| January 1981 | Soviet Views of the Islamic Insurgence--OPA/USSR |
| March 1981 | Soviet Foreign Policy--Implications of the Afghanistan Occupation--OPA/USSR |
| March 1981 | The Soviet Military: Implications of Lessons Learned in Afghanistan--OSR |
| March 1981 | <div style="border: 1px solid black; width: 100px; height: 20px; display: inline-block;"></div> Prospects for Stability-- ^{25X1}
NIC |
| April 1981 | Geographic and Cultural Barriers to Long-Term Soviet Control of Afghanistan--OGCR |
| June 1981 | Afghanistan a Year After Soviet Occupation--NIC |
| June 1981 | Iran: The New Order--NIC |
8. One general discussion has been held on a major paper; it led to substantial revisions in content as well as organization. We plan similar round table reviews of all major products of the SAAC.
9. Iranian team slated to move by the end of July.

Issues/Problems:

1. Current estimate is that SAAC space cannot be re-configured for decent working conditions until October or later--seven months after the decision was made to establish the Center.
2. Resources 25X1
 - protecting analysts from incessant demands for quick response
 - election period likely to aggravate the problem
 - heavy resource commitment in the SAAC will be a target when new demands arise)
3. Potential friction because of overlapping responsibilities.

ADMINISTRATIVE - INTERNAL USE ONLY

9 July 1980

Goal #2: Improve the Quality of Analysis

Focus on: Physical Work Space

Presenter: R. E. Hineman
Deputy Director, NFAC

Objective: To provide an improved environment hospitable to both independent and interdisciplinary analysis and production.

Milestones:

1. Define space problem. (First Quarter, FY 1980)
2. Present directorate-wide requirements to Director of Logistics. (Begin First Quarter, FY 1980 and update as necessary)
3. Establish mechanism to systematically manage problem on directorate-wide basis. (First Quarter, FY 1980)
4. Establish action and long-range expansion plan to achieve objective. (First Quarter, FY 1980)
5. Begin implementing plan. (Second Quarter, FY 1980)
6. Plan and begin executing a phased consolidation of OGCR into Headquarters Building. (First Quarter, FY 1980)

Progress to Date:

1. Defined minimal acceptable average office space at 115 sq. ft./person and completed survey of available space and NFAC-wide requirements in November 1979. (Updated May 1980 memo attached)
2. Establish NFAC Space Advisory Council in December 1979 to centrally manage problems and determine priority NFAC requirements.
3. Met with Director of Logistics in December 1979 to discuss NFAC requirements.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2004/03/11 : CIA-RDP84T00316R000100070008-3

4. Action plan drawn up to rationalize use of current space and acquire additional space.
5. Systematic renovations and relocations begun according to directorate-wide priority requirement list.
6. Have begun consolidation of OGCR in Headquarters Building; first elements moved 27 March 1980.

Issues/Problems:

1. Could eventually mean a constraint on hiring.
2. Impact of further automation.
3. We have not yet approached 115 sq. ft. per person. Machines still compete. Furthermore, we have no space to use for *ad hoc* interoffice teams who should work together for the duration of their projects. This seriously impedes our ability to do inter-office, multi-disciplinary work.

Next 1 Page(s) In Document Exempt

Goal #3 Structure Production plans for major, long-range research
 on measures of force effectiveness.

Focus on: [redacted]

Presenter: [redacted]
 Director of Strategic Research

Objective: To develop new measures of effectiveness of military forces,
 to discover and apply current Soviet measures, and to apply
 both our own and Soviet measures to weapons systems and
 order-of-battle data in order to improve the quality of our
 finished intelligence.

-- In FY 81 increase the level of support for data base
development, model, construction and development of
new information sources [redacted]

-- Begin a major new effort to develop and apply
measures of effectiveness for conventional forces
in addition to ongoing work on measures for strategic
forces. (No additional cost)

-- To focus collection and analysis efforts on improving
our understanding of Soviet measures of force
effectiveness. [redacted]

Milestones:

1. Analyze Soviet Methods of Conventional Force
Measurement for tanks (Oct. 1980) and aircraft (Nov. 1980).
Expand these analyses as new information becomes available.

2. Review, abstract and keyword accumulated research material
[redacted] Implement
data retrieval system for approximately 600 texts and 400
articles. (FY 81, [redacted])

3. Develop integrated Measures of Effectiveness for combined
weapons systems in conventional and strategic forces.
Expand work on application of measures derived from Soviet
sources in previous project. (FY 81, [redacted])

4. Develop a new Measure of Effectiveness for Tank/Anti-Tank
forces primarily for application to the aggregate of such
forces in the NATO guidelines area. [redacted]

SECRET

25X1

Approved For Release 2004/03/11 : CIA-RDP84T00316R000100070008-3

Approved For Release 2004/03/11 : CIA-RDP84T00316R000100070008-3

~~SECRET~~

- 25X1
25X1
2. Two working seminars held (Nov. 79 and June 80) to evaluate analysis and collection efforts to date. The second seminar, a two day affair [] included Andy Marshall, Adm. Kollmorgan, [] Paul Wolfowitz (PA&E), Gen. Whitehead and key analysts from the services, JCS, CAA and intelligence agencies. DIA, however, declined our invitation.
 3. Development of alternate Soviet and US views of tank quality from 1950 to 1990. (The [] article for Studies in Intelligence.) 25X1
 4. Development of a Soviet view of aggregate NATO/WP Air Force capability.
 5. [] 25X1
 6. Development of MOE for Tank-Anti Tank forces (Apr. 1980)
 7. [] 25X1
 8. Incorporation of performance measures into NFAC studies. (See attached bibliography.)

SECRET

SECRET

Issues/Problems:

- 25X1
1. Shortage of skilled personnel: NFAC has about [redacted] analysts of the skill level required for these tasks. Of these, [redacted] Thus, there is direct competition for the same resources between the demands of the NIE 11-3/8 strategic exchange calculations, the development of strategic defensive MOEs and the development of MOEs for conventional forces. We have expanded this cadre somewhat in the past year but progress is difficult.

25X1

2.

25X1

3. Funds: We have reprogrammed the level of contractor work this fiscal year [redacted] by shifting funds internally. The primary emphasis has been to alter and utilize models created for the DOD, or to get assistance in the exploitation of Soviet materials. An additional [redacted] is being sought next fiscal year to augment work in a variety of conventional and strategic forces analyses and to undertake the new initiatives shown under the milestones.

25X1

25X1

SECRET

Studies Using Measures of Effectiveness

1. Soviet Capabilities for Strategic Nuclear Conflict Through the 1980s, NIE 11-3/8-79: Includes both quantitative and qualitative indexes which illustrate the capabilities of the Soviet strategic forces in both a SALT and No-SALT environment. Provides evaluations derived from statistical measures which illustrate the estimated growth in Soviet defensive capabilities during the 1979-89 period. Also includes an assessment of the effects of Soviet civil defense in reducing casualties from a large-scale retaliatory US nuclear strike.
2. Memorandum to Holders of the Interagency Intelligence Memorandum: Soviet Civil Defense: Objectives, Pace, and Effectiveness, NI IIM 77-029J (Draft): Presents a detailed assessment of the effects of Soviet civil defense in reducing casualties from a large-scale US retaliatory nuclear strike. Expands on the presentation made in NIE 11-3/8-79, including sensitivity analyses to show the impact of variations in the assumptions.
3. The Readiness of Soviet Naval Forces, NI IIM 80-10010JX: Although this IIM does not use MOEs per se, it does address the relative effectiveness of the Soviet Navy in terms of unit availability given various alert rates, adequacy of command, personnel training and flexibility, and availability of weapons and platforms for assigned tasks.
4. Reassessment of Urban Evacuation in Soviet Civil Defense, SR 80-10072: Presents a reassessment of Soviet plans for urban evacuation and documents the effect on estimates of Soviet casualties from a US retaliatory nuclear strike.
5. Comparisons of Soviet and US Forces for Intercontinental Attack, Memorandum to NSC Staff, June 1980: Discusses the vulnerabilities of the US and Soviet ICBM forces. Addresses cases not included in NIE 11-3/8-79 and focuses attention on residual capabilities of the Soviet forces after they conduct an attack on the US ICBM forces with and without MX and with and without SALT.
6. Soviet Quantitative Methods of Evaluating Potential Force Confrontations, Draft RP: Examines a Soviet system of comparative unit and equipment values, similar to the US WEI/WUV system, which the Soviets use to compile a correlation of forces tables as part of their tactical quantitative force assessments.

25X1

SECRET

7. US and Soviet Airlift capabilities, 1970-85: A Comparison, SR 80-10053: Provides a perspective on Soviet airlift capabilities by comparing Soviet and US aircraft inventories and airlift capability using several basic MOEs such as daily ton-mile capabilities, payload-range capacity, and tons deliverable per day.

8.

25X6

9.

10. North Korean Tank Force Challenges ROK Defense, SR 80-10083: First CIA quantitative study of key aspects of Korean balance. Uses WEI and aggregate WEI measures to compare armor and anti-armor capabilities of the two Koreas, focusing on critical invasion routes. Includes projections for 1982.

11. Comparison of Ground Forces Near the Sino-Soviet Border, Draft IA: First comparison of Soviet and Chinese ground forces using WEI-WUV methodology, NIE 11-14/40-80 will draw heavily on this study. Uses WEI, aggregate WEI, WUV, and DE (divisions equivalent) measures to compare all weapon categories. Other measures include rail and air transport capacities, ammunition and POL stocks including days and months of sustainability, and 1990 projections for key force ratios.

12.

25X1

13. China Augmenting Its Central Reserve of Ground Forces, SIMR article, March 1980: Evaluates ground force realignments in East China that augment reserves available to oppose Soviet invasion. Uses aggregate WEIs to compute reserve improvements for armor, antiarmor, artillery, and overall effectiveness.

~~CONFIDENTIAL~~

Goal # 3: Structure Production Plans for Major Long-Range Intelligence Questions of the 1980s

Focus On: Analysis of Energy Demand

Presenter: Maurice C. Ernst
Director of Economic Research

Objective: To assess the nature and dimension of the process of the worldwide economic adjustment to energy scarcity.

-- CIA research and analysis has been focused on the prospects for energy supply, especially oil. We expect a substantial decline in the West's oil supply and little or no increase in its total energy supply over the next decade or so. We have treated energy demand only in highly aggregative terms. A systematic analysis of the possibilities for energy conservation and of changes in patterns of energy consumption is necessary in order to assess the impact of energy scarcity on economic growth, inflation, and trade. In turn assessment of economic impact will provide clues as to how severe future social and political disruptions associated with the energy crisis may be.

-- The analysis of energy demand must be approached both through refinements of macro/economic analysis and through studies of technical/engineering possibilities for energy conservation. For the second type, "from the ground up" analysis, we have to rely heavily on external contracts.

Milestones:

1. Intensify the on-going OER effort to model energy demand on a macro/economic basis (continuing)
2. To establish an Energy Demand Branch (1980)
3. To establish a preliminary research program on energy demand (June 1980).
4. To consult with outside experts on the focus and direction of OER's research on energy demand (summer 1980).

25X1

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

5. To begin contracting with outside organizations for in-depth analysis of energy demand (by 30 September 1980).
6. To request additional positions and external contract funds in FY 1981-82 to cover the added requirements for energy demand work.

Progress to Date:

1. OER is modifying its existing econometric model for total energy demand to better portray the process of adjustment to higher oil prices and is developing a sectoral model to permit better checks on the consistency of energy forecasts considering changes in the composition of energy demand and energy sources.
2. An Energy Demand Branch was formed on 14 April 1980 with a skeleton staff, pending acquisition of new positions.
3.
 - a. Energy demand issues and related research were identified in detail in a study presented to the Energy Intelligence Steering Panel on 20 May 1980. DoE was asked for comments and alternative proposals were requested.
 - b. OER/NFAC research projects were established for completion during 1980 on:
 - (1) The competing demand for lighter fuels.
 - (2) Possibilities for the use of coal
 - (3) Future energy requirements for automobiles.
4. An OER conference with 10 leading academics and industry experts on energy took place 20-21 July. The conference focused on OER's energy demand analysis and the new directions it might take.

25X6



~~CONFIDENTIAL~~

ADMINISTRATIVE - INTERNAL USE ONLY

Goal # 4: Improve Personnel Management

Focus on: Implementation of Agency-wide Personnel Management Decisions, PRAs and NFAC/PMCD working relations.

Presenter: R. E. Hineman
DD/NFAC

Objective 1: To incorporate NAPA Reforms into the NFAC Career Service as related to panels and SIS Development

Milestones:

1. Formulate NFAC Tracking System for all NAPA decisions as issued by EXCOM and D/OPPP&M (1st Quarter FY-1980).
2. Execute and monitor NFAC Tracking System to ensure all reforms are instituted NFAC-wide (2nd Quarter FY-1980).
3. Begin plans for SIS Development in the form of inter-Agency rotational assignments (2nd Quarter FY-1980).

Progress to Date:

1. Established a procedure to issue and monitor all approved NAPA reforms within NFAC.
2. All approved NAPA reforms have been instituted within NFAC as they are approved.
3. The NFAC Personnel Handbook is in the process of being updated to conform with the new reforms.
4. With SIS Development in mind, inter-Agency rotational tours for SIS officers have been finalized.

Problems/Issues:

1. Continued clerical shortage.

Objective 2: To validate and monitor NFAC PRAs

Milestones:

1. Mergers of OSI/OWI and OCO/PPG (2nd Quarter FY-1980).
2. DDCI review of FY 1980 APP analysis (3rd Quarter FY-1980).

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Progress to Date:

1. Studied PRAs within NFAC to determine their validity before and after office mergers.
2. Instituted semi-annual review of NFAC PRAs to better monitor validity and necessities.

Problems/Issues:

1. Multiple reorganizations within NFAC have created some necessary PRAs that should be resolved NLT early FY-1981.

Objective 3: Enhance NFAC and OPPPEM/PMCD working relations.

Milestones:

1. Initiate discussions between NFAC and OPPPEM/PMCD (1st Quarter FY-1980).
2. Assist NFAC offices in understanding position audit process (1st Quarter FY-1980).
3. Formulate plans with PMCD for Senior Intelligence Analyst positions (1st Quarter FY-1980).

Progress to Date:

1. We have arranged meetings with NFAC and PMCD to coordinate projected position changes.
2. We assist and serve as liaison for all NFAC offices for most actions involving PMCD.
3. All NFAC offices have a better understanding of the entire audit process.
4. In coordination with PMCD we have identified better Senior Intelligence Analyst positions.
5. NFAC reorganizations have transpired at a more even keel due to prior discussions with PMCD.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Goal #4 : Improve personnel management.

Focus On : The status of NFAC Professional Women

Presenter:

[Redacted]

Objective: Increase the number of women in supervisory and managerial positions (GS/13-15) and the number of minority women professionals in all grades.

- Determine the barriers affecting the advancement of women beyond the GS/12 level.
- Develop a program for managerial development of women.

- Milestones:
1. Examine statistics on NFAC professional women. (March 1980)
 2. Examine Career Service Board records of women at the GS/12-15 level to determine:
 - a. How they are ranked.
 - b. Whether they are receiving experience and training necessary to move into supervisory/managerial positions. (June 1980)
 3. Examine the types of positions women at the GS/12 level now occupy to determine whether a greater proportion of women than men are in positions that peak at that level. (First quarter, 1981)
 4. Develop Managerial Development program for women, using outside consultants. (by the end of FY 1981)
 - a. Research programs, courses, instructors. (Dec. 1980)
 - b. Interview senior NFAC women for suggestions and input. (Dec 1980)
 - c. Interview mid-level women (GS/12-13) for suggestions. (Second quarter FY 1981)
 - d. Present plan to D/NFAC for approval. (Fourth quarter, FY 81)
 5. Seek new pools from which to recruit minority professional women. (June 1981)

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Progress to Date:

1. Statistics obtained from ODP showing NFAC women by office, by grade, by race.
2. Reviewed with Secretary, Career Service Board, training received by women, GS/12-15.
3. Reviewed with Secretary, Career Service Board, women (GS/12-15) ranked MD and HP.
4. Research available managerial and executive development courses for women (on-going).

Issues/Problems:

1. Statistics show that women do well and are competitive up to the GS/12 level. Our records show that NFAC professional women receive equal training opportunities except for management training. We know (also from statistics) that the proportion of women to men decreases after grade GS/12. It can probably be assumed that social and psychological barriers are the factors that prevent women from experiencing their full potential. Unfortunately, those two factors cannot be recorded on paper and proven. Interviewing NFAC senior and mid-level women will, however, give me some feedback on these theories.
2. There are myriad and sundry management courses and management trainers that focus on women. It will be necessary to review many courses and interview many trainers in order to obtain the best for NFAC's needs and purposes.

ADMINISTRATIVE - INTERNAL USE ONLY

CONFIDENTIAL

Goal : Improve Warning and Crisis Management

Presenter : Richard Lehman
National Intelligence Officer for Warning

Objective : Improve Community ability to issue timely and accurate warning to the President, the NSC, and the Armed Forces.

- Establish and improve procedures for issuing warning.
- Enhance substantive expressions of warning intelligence.

Milestones:

1. Establish a National Warning System.
2. Establish a Community working group to advise on warning policy matters.
3. Define specific points of responsibility for issuing warning.
4. Establish a mechanism to advise on warning related budgetary matters.
5. Seek improvements in warning analytical methodologies.
6. Develop a warning consciousness and discipline in the Community.

Progress to Date:

1. DCID 1/5, effective 23 May 1979, established a National Warning System and defined responsibilities for the Community.
2. NIO/Warning position was upgraded when NIC was formed and Lehman retained the warning account in addition to the C/NIC function.
3. Warning Working Group is well established. An RMS representative has been added.
4. NFIB subcommittee on warning has been formed and stands ready to convene if required.

CONFIDENTIAL

5. Washington Area Operations Centers' Conference has been revived.
6. NIOs have accepted their warning responsibility, and have been recognized by the rest of the Community.
7. Alert Memoranda Community procedure has been implemented. Alert Memoranda have been well received by policymakers.
8. RMS and WWG have concluded an agreement whereby the WWG will act in an advisory role to RMS. re. warning budgetary matters.
9. Community procedure for use of the NOIWON is in final stages of NFIB approval.
10. Project WISP, with associated work on Force Packages, continues as the primary experiment in improving warning analysis and Collection Management. NIO/W, DIA (JS), and DD/CT are currently sponsoring a community evaluation of Force Packages.
11. NIOs meet as a body once a month with DD/NFA to discuss warning issues.

Issues/Problems:

1. SWS is poorly staffed. State and Navy slots have never been filled. Army billet is presently empty; imminent departure of NSA representative may leave a vacancy.
2. WISP funding in FY-81 and 82 is marginal at best.

Next 1 Page(s) In Document Exempt

ADMINISTRATIVE - INTERNAL USE ONLY

Goal: Structure production plans for major long-range intelligence questions in the 1980s.

Focus On: The Production Planning Process

Presenter:

Chief, Production Planning and Review Group/PMES

Objective #1: Review and restructure the National Intelligence Topics of current and continuing interest and make them more useful as policy-level guidance to the intelligence collectors and analysts.

Milestones:

1. Review of the NITs originally issued in July 1979.
2. Task concerned Agencies to provide a selective list of current topics to which the Intelligence Community is expected to respond in the six months or so after their issuance - Feb-April 80.
3. Draft a matrix reflecting the very tailored and interactive aspect of the current NITs and a list of NITs of continuing interest that provide greater amplification to the longer term issues and assist in developing their relationship to DCID 1/2.
4. Revise and complete NIT review by early June 1980.

Progress to Date:

1. The input from all concerned Agencies has been received and consolidated into a final package, which is scheduled to be reviewed by the PRC(I) on 25 July.

Issues/Problems:

1. Considerable delay in completing the process was encountered because the initial effort to update did not take fully into account the agreement reached at the PRC(I) on the NITs in July 1979 to substantially limit the topics of current interest.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Objective #2: Consolidate in one document, utilizing a common format and a uniform time frame, the research plans of the five major NFAC producing offices to produce the NFAC Annual Research Production Plan.

Milestones:

1. Publish the second NFAC Annual Research Production Plan structured around thematic issues and computerizing the product (July 1980).
2. Establish Research Planning Steering Group to guide the further development of the Production Plan and the development of thematic issues (July 1980).
3. Develop and refine new issues package for the next running of the cycle (September 80).
4. Reconstitute the working groups to identify research to be related to priority issues (September 1980).
5. Individual office research plans developed (October 1980).
6. Review and critique of the research proposals by inter-office working groups (Nov-Dec 1980).
7. D/NFAC and Office Directors again review proposals with special attention focused on priority areas. (Dec. 1980).

Progress to Date:

1. Completed.
2. In progress and on schedule.

Issues/Problems:

1. Problems remain in attempting to develop the best method of identifying areas for priority research, defining research in a manner that relates to all the Offices, and developing an issue structured for the wide range of research. With each running of the cycle we improve the process and should have it satisfactorily refined in one or two iterations.

ADMINISTRATIVE - INTERNAL USE ONLY

Objective #3: To develop, in response to the EXCOM charge of April 1979, a selective list of critical long-range intelligence problems that can assist in the structuring and direction of the Agency's resources in the 1980s.

Milestones:

1. Establish a Long Range Planning Working Group comprising representatives of the production offices, the NIC, SRP, and CRES with the prime objective of developing a list of priority issues for Agency concern.
2. Hold frequent meetings to refine issue packages.
3. Let an external contract to guide the process.

Progress to Date:

1. The Working Group has refined a list of issues that has been submitted to the EXCOM Staff as the central foreign policy issue package in the new Agency Planning Committee.